

The hearing focused on the Department of Homeland Security's management of large contracts that rely on private contractors as "system integrators." The Committee focused on two examples of multi-billion dollar contracts: the Deepwater program to develop new ships for the Coast Guard and the Secure Border Initiative to integrate technology and personnel to defend the nation's borders. [A transcript for this hearing is now available.](#)

### Documents and Links

- [Chairman Waxman's Opening Statement](#)
- [Memo on Deepwater Project](#)
- [Memo on SBInet Project](#)
- [Testimony of Admiral Thad W. Allen](#)
- [Testimony of Elaine C. Duke](#)
- [Testimony of Gregory Giddens](#)
- [Testimony of Dr. Leo S. Mackay](#)
- [Testimony of Jerry W. McElwee](#)
- [Testimony of Richard L. Skinner](#)
- [Testimony of Philip A. Teel](#)
- [Testimony of David M. Walker](#)
- [Request to Admiral Thad Allen for Related Documents](#)
- [Request to Secretary Michael Chertoff for Related Documents](#)
- [Hearing Transcript](#)